

Commonwealth of Massachusetts Executive Office of Public Safety
Senator Charles E. Shannon, Jr. Community Safety Initiative
*"...to support regional multi-disciplinary approaches to combat
gang violence through coordinated programs..."*

Program Overview and Applicant Instructions

I. Program Overview

What is the program?

- § This is a new \$11 million grant program to "support regional and multi-disciplinary approaches to combat gang violence through coordinated programs for prevention and intervention." These multi-disciplinary prevention and intervention approaches may include, but are not limited to, law enforcement approaches such as anti-gang task forces and targeting of enforcement resources through the use of crime mapping; focused prosecution efforts; and programs aimed at successful reintegration of released prisoners.

What are the key dates?

- § Five grantee information sessions will be conducted during late February at locations around the state. A schedule of information sessions will be posted and updated at www.mass.gov/eops as dates are confirmed.
- § A Resource Guide detailing model gang strategies and evidence-based approaches will be available on the EOPS website.
- § Two technical assistance sessions will be conducted by the National Youth Gang Center during March. Dates and locations will be posted on the EOPS web site.
- § Interested applicants must submit a letter of intent by 5pm on March 31, 2006 (format will be available on www.mass.gov/eops).
- § Applications are due to EOPS no later than 5pm on Friday, April 14, 2006.
- § Award decisions will be announced no later than Monday, May 15, 2006.
- § The grant period is one year.
- § Grants are anticipated to begin June 1, 2006, pending completion of contract documentation by the selected grantees.

What are the funding priorities?

- § Preference will be given to applications that 1) demonstrate high levels of youth violence, gang problems, and substance abuse, 2) demonstrate a commitment to regional, multi-jurisdictional strategies, 3) outline a comprehensive plan to work with multi-disciplinary partners, 4) make a written commitment to match grant funds with a 25% contribution from public or private sources, and 5) identify a local government unit to serve as a fiscal agent.
- § EOPS encourages coordinated applications that represent a collaborative effort within a municipality or region. For each application, EOPS encourages a municipal entity to

serve as the lead applicant and fiscal agent. EOPS encourages signoff by the municipal CEO (mayor, city manager, town administrator, etc.) to demonstrate executive leadership and commitment to the collaborative effort. Funds may be distributed to project partners by the lead fiscal agent. Project partners in the multi-disciplinary team may include law enforcement agencies, non-profit community based organizations, and other government agencies including district attorney's offices.

- § Multiple municipalities may apply together as a regional collaborative group, with one municipality serving as the lead applicant and as the fiscal agent for the group.
- § Municipalities with population less than 70,000 persons are not encouraged to apply on their own but are encouraged to apply with other municipalities such that the collaborative group has a combined population greater than or equal to 70,000 persons (see www.mass.gov/eops for population data).

What other EOPS resources will support this effort?

Recognizing the importance of this initiative to understanding and reducing gang related crime and youth violence in Massachusetts, EOPS is committing resources from federal grant programs to support this effort in the following ways:

- § EOPS is currently working to identify and procure or develop a statewide gang database that is intended to be made available to grant recipients.
- § EOPS intends to commit available federal funding to support action research for this grant program. The purpose of this action research is to improve the outcomes achieved by grantees, and to document best practices that can be applied across the state. A grant announcement for action research will be posted at www.mass.gov/eops.

II. Program Details

Selection of successful grants

This is a competitive grant program and not all applications will receive funding. EOPS may choose to fund the full amount requested in an application, or may make partial awards.

Applications will be judged based on the following criteria, listed in their order of importance:

- § Statistical evidence of youth violence, gang problems, and substance abuse. Please refer to www.mass.gov/eops for standardized data that should be used for this purpose. Applicants are invited to provide additional information beyond the data provided by the EOPS. Where possible, the EOPS will rely primarily upon standardized and established statistical sources to assure fairness and consistency across applications. However, given that the definition of a gang as well as the profile of the types of crimes committed by gang members can vary from community to community, we invite applicants to provide a discussion of the data that includes other explanatory information, if desired.
- § Quality of proposed anti-gang strategy. Applications will be evaluated on the quality of the strategy, based on the following factors:
 - Evidence-based practices. Applications will be judged based on the degree to which the proposed solution reflects evidence-based practices and the recommended approaches from the research and evaluation literature. For information on this please refer to the Resource Guide developed by EOPS, available at www.mass.gov/eops.

- Link of problem to the proposed solution. Applications will be judged based on the effective allocation of funds address the problem identified through statistical and other means.
- Comprehensiveness of approach. Research has shown that anti-gang strategies relying on only one approach are seldom successful and that a multi-disciplinary approach is required for success. For assistance in developing comprehensive approaches, applicants should refer to the Resource Guide, available at www.mass.gov/eops.
- § Level of collaboration. Applications will be evaluated based on the degree to which the applicant municipality has proposed a solution that leverages the strengths of the many stakeholders in reducing youth violence. The strength of collaboration will be assessed through written documentation such as letters of support or memoranda of agreement, as well as the diversity of stakeholders included as project partners.
- § Sustainability. This grant program is anticipated to provide one-time funding to selected projects. Therefore, applicants must demonstrate that the funding will provide an initial investment that can be sustained by the municipality at the end of the grant period or can be leveraged into a longer-term investment.

Successful grants

Successful grant applications will meet the following statutory preferences:

- § Contribution of matching funds. Preference will be given to grantees that provide a matching contribution equal to 25% of the total award amount from public and or private sources.
- § Fiscal agent. Municipalities applying alone should designate a fiscal agent from within the government agencies in their community (e.g. a municipality may have the police department, school department, or municipal government serve as the fiscal agent). Municipalities applying in regional collaborative groups should designate a municipal local government agency to serve as the fiscal agent for all municipalities participating in the application.

Successful grant applications will meet the following statutory requirements:

- § Limitation on administration funds. No more than 3% of the total grant amount requested may be for administration of the program.
- § Food and beverage limitation. No grant funds from this grant program may be expended on food or beverages.
- § One time award. Funds shall be considered one-time grants and will not annualize in state fiscal year 2007.

Successful grant applications will meet the following EOPS grant conditions:

- § Participation in quarterly information sharing meetings. Quarterly grantee meetings will be conducted for the purpose of sharing information on what works and what does not when implementing programs, so that grantees may help each other improve outcomes in each location, and so that trends and patterns in one community may inform approaches in other communities across the state.
- § Use of standard terms. This grant program comes at an auspicious time, as a statewide task force has recently developed standard definitions for gangs, gang members, and gang associates. All recipients of grants under this program will be required to adopt these statewide standard definitions.

- § Data collection and performance measurement. Grantees may be asked to participate in state-wide gang surveys, databases, or other standardized data collection on gang-related activity. In addition, at or before the first quarterly information sharing grantee meeting, a standardized set of performance measures will be distributed that grantees will be required to complete on a quarterly basis.
- § Technology purchases. Technology purchases with funds from this grant program must conform to EOPS standards for data transfer and interoperability among systems.
- § Research partnerships. For grantee communities greater than 100,000 in population, a research partner is strongly encouraged.

III. Application Instructions

Delivery instructions

Letters of intent and grant applications should be delivered to:

The Executive Office of Public Safety
 Attn: Mary Jo Cerasuolo
 10 Park Plaza, Suite 3720
 Boston, MA 02116

Applicants should submit five copies plus the original grant proposal. Only one letter of intent should be submitted. Letters of intent are due by 5:00 pm on Friday, March 31, 2006. Completed applications are due by 5:00 pm on Friday, April 14, 2006. Emailed or faxed copies will not be accepted.

Proposal contents

Grant proposals must include the following sections:

- § Cover page
- § Problem definition
- § Proposed strategy to address identified gang problem
- § Matrix of project partners and the roles and responsibilities of each
- § Capability of lead agency to successfully achieve collaboration
- § Link to other funding sources and statement of project match
- § Proposed program budget
- § Attachments

The information requested in each section is described in greater detail below.

Cover page (will be available at www.mass.gov/eops)

This provides summary information on the grant application such as the amount requested, participating partners, and the lead fiscal agent.

Problem definition (up to 5 pages)

This section should describe the problems of youth violence, gang crime, and substance abuse in the applicant community or communities. This section should describe the types of criminal activities, the targeted locations, or the groups of individuals that will be the focus of the strategy. Applicants are encouraged to be as specific as possible in describing the problem. For example, "youth violence" is not a specific, narrowly-defined problem. However,

“retaliatory homicides among known gang-members,” “burglary related to drug dealing,” and “violent crimes related to turf disputes” are examples of specific and narrowly-defined problems.

In order to assist in defining the problem(s) to be addressed, this section should draw from the standardized data provided by EOPS, as well as any additional data or materials provided by the applicant. Uniform Crime Report (UCR) crime data, which cities and towns report to the Massachusetts State Police (MSP) Crime Reporting Unit (CRU), is available on the EOPS web site. Data on substance abuse admissions and returning offenders will also be available.

If several key problems are identified, applicants are asked to designate a minimum of one and a maximum of three priority areas. Guidance on defining the problem is provided in the Resource Guide, available at www.mass.gov/eops.

This section should also discuss the current anti-gang efforts under way in the community. Applicants should address questions such as: does the police department currently have a gang unit or officers designated to focus on gang-related issues? If a gang unit exists, where in the police department organization is it located? Does the police department have designated crime analysts? What is their role in anti-gang efforts? Is the police department currently part of an existing multi-jurisdictional anti-drug or anti-gang task force? Applicants should include some discussion about the definitions of gangs, gang members, and gang-related crime that they currently use. What anti-gang and youth violence prevention efforts are currently under way in the schools, or by faith-based, human services, or other community agencies?

Applicants are encouraged to seek the assistance of a research organization or the National Youth Gang Center in analyzing data and establishing priority problem areas. Free training and technical assistance sessions will be provided by the National Youth Gang Center for potential applicants during the month of March. Dates and times for these sessions will be posted at www.mass.gov/eops before February 24, 2006.

Proposed strategy to address identified gang problem (up to 5 pages)

This section of the proposal should describe the approach and planned activities that will address the priority problem(s) identified in the previous section. Applicants are reminded that the strategy must link to the priority problem area(s) identified by the data, and also that the proposed strategy must be realistic in the time frame of the grant. Applicants must demonstrate a comprehensive, multi-disciplinary approach. Applicants are encouraged to seek the assistance of the National Youth Gang Center or a research organization in developing their strategy to address priority problem areas. Applicants should also refer to the research and best practice information in the Resource Guide provided by EOPS.

Matrix of project partners and the roles and responsibilities of each (format provided in Resource Guide)

Using the format provided in the Resource Guide, applicants should complete the matrix of project partners, identifying the planned roles and responsibilities of each for achieving project success.

Capability of lead agency to successfully achieve collaboration (up to 1 page)

Applicants should briefly describe the administrative, management, organizational and leadership capabilities of the designated lead agency. The available funds must be spent in the most judicious manner and the capability of the lead agency to deliver success will be a factor in the selection of grantees. Past experience building collaborative approaches and effectively managing grant funds will be considered as part of this evaluation. This section should also discuss the role of the lead agency in convening the project partners. Any relevant historical perspective on existing collaboration efforts should also be addressed.

Link to other funding sources and statement of project match (up to 1 page)

Applicants should describe how the grant funds applied for will leverage existing investments made through other criminal justice funding sources including, but not limited to, Project Safe Neighborhoods, Office of Juvenile Justice and Delinquency Prevention, Justice Assistance Grant funds received directly from the Office of Justice Programs or through EOPS awards, Weed and Seed program funds, state funded Community Policing grants, etc. Information on funding levels for some of these programs is provided at www.mass.gov/eops.

The statement of project match should include a written commitment of match grant funds from either municipal funds or private contributions. The written commitment should identify the source and the amount of the matching contributions. Match may be cash or in-kind (see definitions below).

Match is the recipient share of the project costs. Funds provided for match should be used to support the grant-funded project, and should be in addition to—or supplement—funds that would otherwise be made available for the stated program purpose. Match may either be "cash" or "in-kind."

- § Cash match (hard) includes cash spent for project-related costs that is newly committed to the project.
- § In-kind match (soft) refers to resources that were already budgeted for some other purpose, but are being dedicated to the project. In-kind match is the value of something received or provided that does not have a cost associated with it. The in-kind/donated services must be an integral and necessary part of the funded project. Examples of in-kind match include:
 - Donations of expendable equipment, office supplies, other tangible goods, workshop or education and training materials, work space, etc.
 - The monetary value of time contributed by professional and technical personnel and other skilled and unskilled labor to perform services at no cost to the program, such as printing of training materials, web services, other computer services, legal services, translation services, and other like services.
 - Salaries of any employees working on grant-related purposes but not paid with grant funds, such as a police officer or prosecutor.
 - Rental value of donated office space or short-term space, such as a room to hold a meeting or training event.
- § Timing of matching contributions. Matching contributions need not be applied at the exact time or in proportion to the obligation of the Shannon grant funds; however, the full matching share should be obligated by the project end date.

Proposed program budget (format provided)

Applicants must use the spreadsheet provided to input their proposed costs for each category of activity. For each agency and municipality participating in the proposal, estimated costs must be identified. Guidance on using this budgeting spreadsheet will be provided at the five information sessions conducted during the month of February and at the two training sessions conducted during the month of March.

Applicants are encouraged to develop multi-disciplinary approaches that balance the roles and participation of key participants. Applicants are also encouraged to balance the allocation of grant resources across the participating stakeholders. For grant applications that devote more than 33% of total proposed spending to a single agency, please provide an explanation as to how that fits the needs of the multiple project partners. Please note that this is a recommendation and not a requirement, recognizing that there is no "one size fits all" approach and that local needs and priorities are paramount. This guidance is intended to encourage a balanced allocation of grant resources among the major areas of activity.

Attachments

Page limitations do not apply to attachments. Applicants may attach any additional material that may be helpful to reviewers, including but not limited to memoranda of understanding, cooperative agreements, or letters of support to demonstrate collaboration, press clippings or survey results that demonstrate community crime problems, etc. However, applicants are reminded that evaluation will be based primarily on the information provided in the application, with attachment material used only to clarify or amplify points made in the application.

IV. Questions

Applicants may address questions about this grant program in person at the Information Sessions or Training Sessions, or may send inquiries via email to ganggranteops@state.ma.us. Questions and answers will be posted on the EOPS web site each Friday beginning on February 24, 2006 and ending on April 7, 2006.